

Public Relations Journal



When You Must Tell A Story—How Do You Do It? Page 12

J-12

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MARSHALL BERGES: LOS ANGELES "My assignment is to report the phenomenal industrial and human growth that in less than a century has turned a patch of sand and a stretch of mountains into the greatest megalopolitan complex in the U.S. For sheer vitality on every imaginable level, the West is leading the nation. To a journalist it means an awesome opportunity to report on most, if not all, phases of the human adventure."

The journalist who wrote these words is the quiet-spoken, 40-year-old boss of the TIME news bureau in Los Angeles, Marshall Berges. The bureau he heads is the second largest in the TIME network (19 staffers) and one of the most important. As he says, "California is a pace setter. It leads in airplane manufacturing, freeways, supermarkets and drive-ins. Its faculties boast 16 Nobel Prize winners. Nearly 85 percent of all TV originates here. In the last four years alone this bureau has been responsible for the reporting on 41 TIME cover stories."

Educated at Marquette and the University of Chicago, Berges came to TIME back in 1947, after a stint with the Ridder newspaper chain. Since then he has worked for the Washington bureau, in New York as a TIME writer and as bureau chief in Detroit.

Among his varied assignments, he has covered Bobby Kennedy during the Senate Rackets investigations, Thruston Morton campaigning in Kentucky, Dag Hammarskjöld in the U. N. He did the major reporting for cover stories on automotive magnates George Romney and Ed Cole, politicians Paul Bagwell and Jack Kennedy.

Though Berges has been based in Los Angeles less than a year, he is no newcomer. He first landed there when he was 16. "I had left home in Chicago because I wanted to discover the West." After more than two decades of discovering the rest of the nation, Marshall Berges intends to keep on discovering the West and to record his discoveries for the readers of TIME.

TIME The Weekly Newsmagazine



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Cover cartoon by Herb Gardner

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EDITORIALS

A New Approach to Public Relations

The public relations expenditures of American business run well into nine figures annually. From such a sizeable investment much should be expected. Getting a good return from it depends largely upon company management—its understanding of the public relationship and situations that strain it, and management's wise deployment of the skills already available in the company's public relations department or from its counsel.

Yet there are many managements, including some with substantial public relations budgets, that fail to develop sound policy in situations involving the public, and to derive full benefits from public relations expenditures, because they lack awareness of both factors. It is this managerial "blind spot" that gives special significance to a recent grant of \$5,000 by the Foundation for Public Relations Research and Education to assist a new course in "communications, public opinion and administration" at Cornell University's Graduate School of Business and Public Administration.

In announcing the course, which will start in September, Dean C. Stewart Sheppard of Cornell notes that it is not instruction in techniques but is instead broad coverage of problems involving public reaction and their handling in the best-managed corporations today. It will be a study of the environmental problems facing business by the men who are being trained to handle them in posts of responsibility.

"Schools of business administration," said Dean Sheppard, "must equip their students to be the industrial statesmen of the future and articulate spokesmen of their economic philosophy."

In instituting the course, Cornell is pioneering a long-neglected but promising field. The Trustees of the Foundation, in making the grant, expressed the hope that the Cornell work would serve as a demonstration or pilot operation which would, hopefully, aid other institutions training students in general business management. Such a pre-seasoning of tomorrow's managers, and the steady improvement in public relations techniques, will do much to assure business of maximum returns from its investment in public relations.

Flowers and Slivovitz

Another notable example of the benefits of the People-to-People program was illustrated recently by a story reporting success of the Theatre Guild American Repertory Co. tour under State Department sponsorship.

In the past three-and-a-half months, the group has performed in 15 European and Middle-Eastern countries. Helen Hayes, one of the troupe's stars said:

"The Yugoslavs were wonderful. On our way back from Ankara to Vienna the plane made a fuel stop at

Belgrade. Actors and actresses we had met during our week there came down to the airport with flowers and slivovitz and made a party of it. . . . The wonderful thing was that this was going on for us at the airport while in town mobs were throwing ink bottles at the embassy over the Cuba business."

More of these productive contacts at the person-to-person level, repeated throughout the world, will result in fewer and fewer ink bottles.

The Cerebral Stretch

Today, issues, events and developments bombard us from all over the world—even from outer space. The daily assault of historically significant news is staggering.

Is it necessary to keep up with this history-in-the-making? Is it really possible to keep up? These are questions that every person must answer for himself. But for the public relations man who aspires to effectiveness there is only one answer. "Awareness" is the heart of his profession, because awareness necessarily precedes the understanding he must bring to each problem he faces.

Awareness of what? Include such things as automation, integration, ethics, government, personal freedom. Then ask yourself, "Who should be reading the most about them, thinking the most deeply about them, understanding them most fully?" Would it be the engineer? Operating head? Buyer? Personnel man? Or would it be the public relations man?

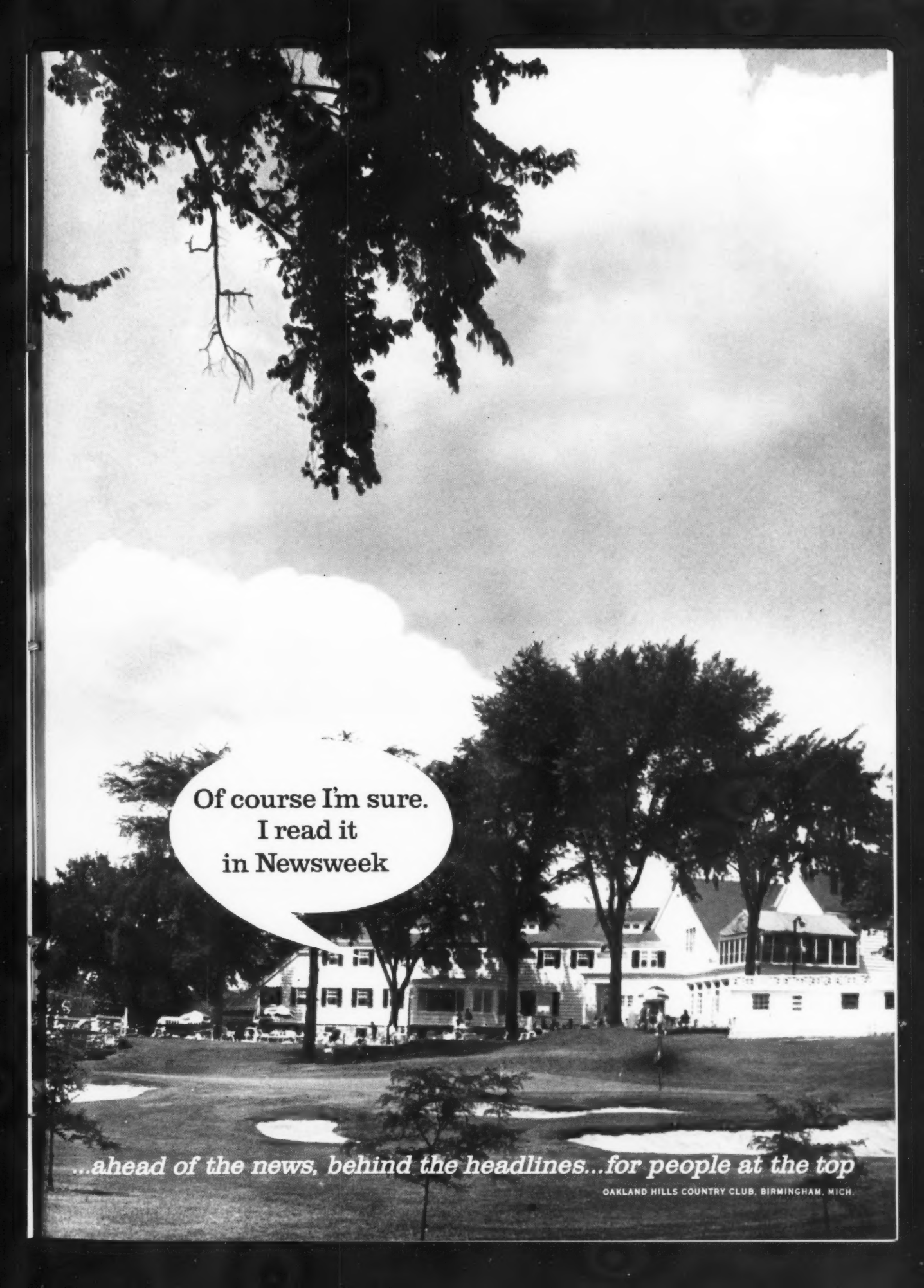
The answer, of course, is the public relations man. For it is his daily responsibility to understand public expectation and values, evaluate public sentiment, interpret the total corporate environment in all its complexity.

Certainly, most of the volition lies within the man himself, but these tendencies often can be strengthened and nurtured by a change of intellectual environment.

Significant change becomes more possible if a man can alter his normal living by participating in an intellectual retreat—a bias-shaking, mental commando course. An experience where he can share the excitement of dedicated group thinking in depth—with all irrelevancies excluded, he can acquire a cerebral stretch.

The experience which represents essential fare for the growth of the advanced public relations man is The Public Relations Institute. This year it will be held at Cornell University, August 6-12. Conferees will find it more rewarding than a vacation and more beneficial than all the outside meetings they would ordinarily attend in a year.

For the ambitious and enthusiastic person the Institute offers benefits that will enhance his awareness and sharpen his learning habits for years to come. It is a way to become more useful to your boss and a route to better public relations stature.—Kenneth P. Wood, *Assistant Vice President, American Telephone and Telegraph Co.*

A black and white photograph of the Oakland Hills Country Club clubhouse, a large white building with multiple gables and dark shutters, surrounded by mature trees. In the foreground, a golf course with sand traps is visible. A large tree branch hangs down from the top left corner. A speech bubble is superimposed on the left side of the image.

Of course I'm sure.
I read it
in Newsweek

...ahead of the news, behind the headlines...for people at the top

OAKLAND HILLS COUNTRY CLUB, BIRMINGHAM, MICH.



MORE COMPANIES PLACE MORE PAGES OF THEIR
CORPORATE ADVERTISING IN **BUSINESS WEEK**
THAN IN ANY OTHER MAGAZINE IN AMERICA

Source P.I.B. A McGraw-Hill Magazine



Does the Public Really Want a Bank To Act Like a Personal Friend?

Do Lollipops and Drive-ins Make an Image?

By WALTER P. MARGULIES

*"Oh, the banks are made of marble
With a guard at every door
And the vaults are filled with silver
That the worker sweated for."*

REMEMBER the days when radicals sang this ditty, when the flinty-eyed banker with a dollar sign where his heart ought to be, was turned into a stock villain by movie script writers and sob sisters? When the imposing marble edifice of the big bank struck terror into the heart of the average man? When the banking industry was pictured by muckrakers as Public Enemy Number One?

Times have changed so much that hardly anyone now thinks of the bank as an enemy. Rather, there is a feeling that it is a friend, a place to keep your money or arrange for a loan to buy a house or a washing machine or take a vacation.

The banker's door is not only always open; it is non-existent, for he sits in continual public view, separated from the elements only by a glass wall.

HEAD PATS AND LOLLIPOPS

Bank guards no longer protect the vaults from the rebellious workers; instead they pat the children of those workers and offer them lollipops.

Services abound. In some cities, featuring drive-in banks, you can cash or deposit a check without getting out of your car. Banks are located in shopping centers. Nightly on television, an earnest be-spectacled young man, assures you that "you have a friend" at his bank. Another commercial informs you that all you need to do to get a loan is to "write a check."

WALTER P. MARGULIES is President of Lippincott & Margulies, Inc., New York industrial design and marketing consulting firm, and Lippincott & Margulies, Ltd., Toronto, Canada. He was educated in Rome, Paris and Vienna and attended the Ecole des Beaux Arts in Paris.

From all outward signs, the bank image shows that it has undergone a spectacular and profound evolution during the last two decades. But how does the public—today's public, not the public of the thirties—regard banks? Can it tell the difference between one bank and the other? Do individual banks project a sharp and different image?

CONSUMER ATTITUDES STUDIED

To find out the answers to these questions, we recently programmed a study of consumer attitudes toward the bank image. It was our feeling that this was a much neglected market—an area where millions of dollars were being put into advertising campaigns—with little concrete evaluation.

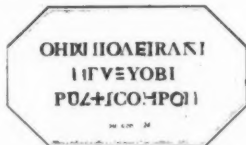
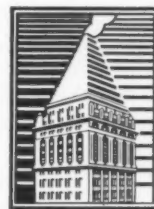
The study was focused on a limited aspect of bank promotion—consumer recognition of and attitudes toward a selected group of bank trademarks and symbols. In this way, we reasoned, we

could find out not only how powerfully these symbols were projecting images, but also precisely what were the general consumer feelings about banks in general. By eliminating the use of bank names or possibly-familiar bank advertisements from our study we hoped to elicit genuinely spontaneous and unbiased opinions.

Several months ago we selected 100 men and 100 women at random in the New York City area at such locations as subways, supermarkets and department stores. They were questioned about their attitudes toward the symbols and marks of six of the country's best-known banks.




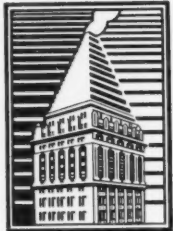


We asked them if they had seen the symbol before. If so what company did it represent? What kind of institution did it picture?

Once a respondent knew a symbol represented a bank, we asked him to tell us what kind of a bank it depicted, and what he felt about that bank. Through



Survey respondents were shown these six obliterated bank symbols to find out how they were receiving images and also what were the general consumer feelings about banks. Purpose: to elicit spontaneous and unbiased opinions. Turn page for results.

BANK IMAGES: WHAT THE CONSUMER TRADEMARK REVEALS

TRADEMARK AND BANK	CONSUMER IDENTIFICATION (Per cent of re- spondents who correctly identified mark)	IMAGE
 First National City	45	Top rating. "My kind of bank." Characterized as "up-to-date," fast. Overall good image; however, lowered by its lack of association with foreign activities, and feeling that it has few domestic branches.
 Manufacturers' Trust	8	Poor. Small, low status, doubtful reputability. Identified as a transportation company with little foreign activity.
 Chemical Bank New York Trust	7	Poor. "Behind the times." Consumer feels it does little business, holds few corporate accounts. Symbol suggested a roadsign.
 Banker's Trust	6	Fair to good. 40% said this is "my kind of bank," reputable and respectable. At the same time, majority viewed it as a small domestic concern. And 53% thought the mark belonged to an insurance company.
 Chase Manhattan	3	Good. 46% thought this was "my kind of bank," felt mark indicated the bank was big and had many branches with large amount of foreign business. But majority first associated mark with a transportation or oil company.
 Irving Trust	1	Good. Although the mark rated the lowest in recognition, the image is excellent. This bank, respondents thought, would pay the highest rate of interest, offer the most diversified services and do the largest amount of foreign business. Friendly? Who cares.

such devices we were able to elicit clear-cut answers to the \$64 question: "What is the average customer looking for in the bank of his choice?"

A FRIEND IS NOT ENOUGH

The findings surprised us—even those among us who had our suspicions all along. We found that:

- ❑ The bank that offers "easy loans" is suspect. It might be unreliable.
- ❑ The small bank is not the first choice among customers. It too has aspects of unreliability.
- ❑ The bigger the bank, the more corporate accounts it has, the more extensive its foreign interests, the more trustworthy it is felt to be.
- ❑ The "over-friendly" bank does not, in turn, win friends. The customer is wary.
- ❑ Modernity in a bank is a good quality, but no one considers it an essential or prime asset.

In general, the six trademarks had this impact.

- ❑ Despite their relatively vast public exposure, none of them was readily identified.
- ❑ The symbols, moreover, did not suggest banking but entirely different industries—transportation, manufacturing, publishing, even pharmaceutical firms.
- ❑ Two symbols were identified by a sizeable group of respondents as promotion for the movie, "Around the World in 80 Days."

Clearly the bank image is not what it should be, friendliness notwithstanding. Banks, too, are not effectively using one of the most important aspects of image—communication—the picture of the corporation as seen through its visual symbolism.

Of what use is a friendly image if friendliness is not an asset? Of what use is an expensive advertising campaign which exposes to continual viewing, a trademark, if the public cannot tell one bank mark from another?

UNFULFILLED CONSUMER DESIRE

All of these results point to a single overwhelming conclusion: the most desirable bank image is not one of cozy neighborliness or garrulous friendship. Polite consideration, yes, but behind it all the authority, the stern father; in short the iron hand in the velvet glove.

It is only logical that the public should demand of its banks—the principal source of capital in a complex, advanced society—such qualities as sobriety, authority, reliability, even a certain amount of aloofness.

We are not suggesting that architects start designating marble in place of glass

for bank structures. Nor do we mean to imply that all of the latter-day banking services be abandoned, and the fusty bank clerk with his wing collar and eye-shade be re-installed behind his imposing cage. We are not even against the lollipops or the drive-ins.

However convenience and service are not enough, particularly when they are cast in an image that is emphasized above all others. These are only secondary attributes of the bank character. Its prime aspects are bigness, reliability, trustworthiness and above all, authority.

How did the bank image get off the track and what will put it back on the right course?

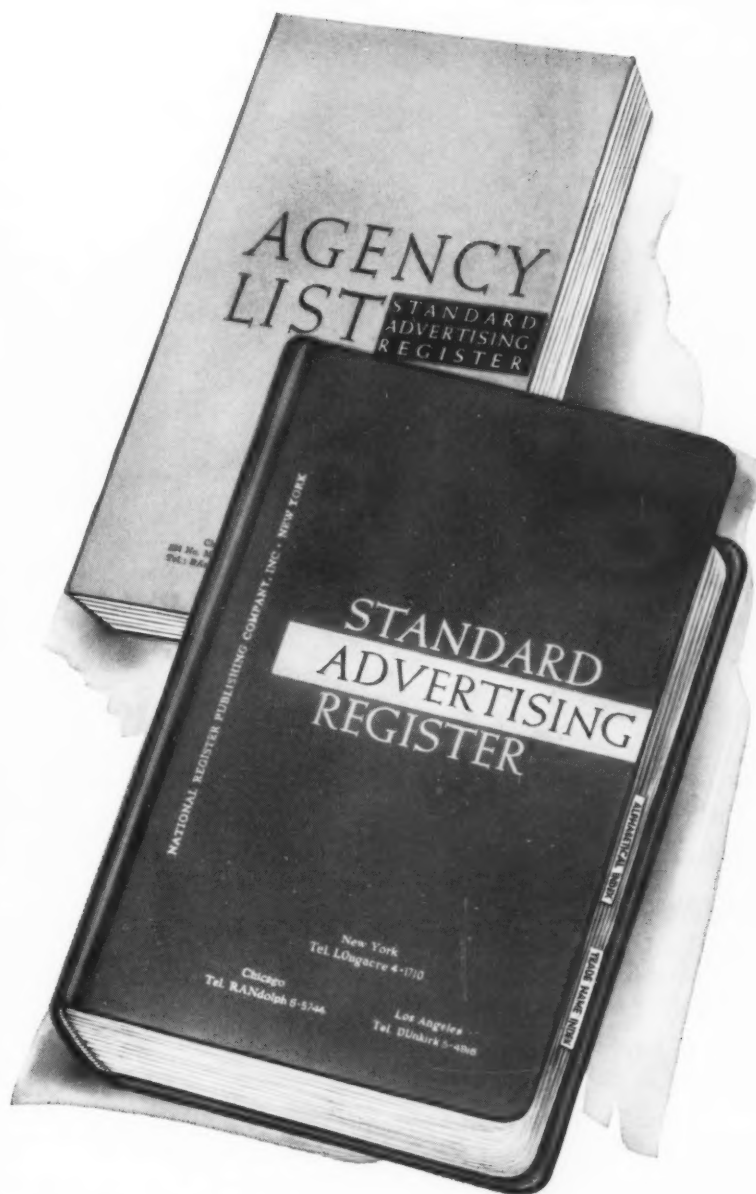
History, we believe, is the villain. We have all been too preoccupied by that old banking image personified in the songs and slogans of the thirties, so preoccupied that we have failed to see that history has passed us by. The need to combat the "public enemy" reputation of the banker belongs, in fact, to history, not to the present. In the place of the essentially negative approach to bank public relations, we need a positive image, which emphasizes the true role of the contemporary bank in today's society.

Bank image-making has suffered too, from an omnipresent evil of marketing, "me-tooness." Just as so many products look alike and function alike, so do advertising, promotion and image programs tend to resemble each other.

Some years ago, someone apparently made the magic discovery that "friendliness" could be an asset for a modern corporation, and ever since the friendly image has been worked to death. As a result, many industries, banks among them, have followed the "friendliness path" to a fare-thee-well. In the course of their frantic pursuit of the magic goal, they have neglected to tend their own backyards, study their own industries and seek out the unique and compelling image that should characterize their own industry, their own company.

But what are we to think when those marks are not only utterly undistinguished, and unidentifiable but also fail to project any true image of the industry or the bank they represent? To us, the sad state of the marks reveals much more than mere graphic weaknesses, and will take much more than good design-application to correct. How can a mark be meaningful if the qualities it is to express are not clearly understood or thoroughly researched?

The road to successful bank identification, we suggest, involves the use of all the tools of modern communication. It begins at home with a reappraisal of the elements of the contemporary bank image, towards authority and away from friendly equality.



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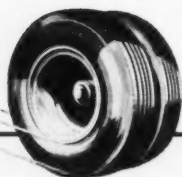
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333 North Michigan Avenue, Chicago 1, Ill.
2700 West 3rd Street, Los Angeles 57, Cal.



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THE WHEELS THAT GO EVERYWHERE



Nashville Hospitals: A Program For Patient Public Relations

"**W**E APPRECIATE the kindness which motivates people to call upon hospitalized friends and relatives, but this growing influx of visitors can actually delay a patient's recovery."

This statement was recently made by a leading Nashville, Tenn. hospital official. It was necessitated because of the public's failure to abide by hospital visiting regulations. The result: an undue burden upon hospital personnel and facilities to the detriment of the patient.

Although not a public relations man, the hospital administrator was centered between two publics he had to care for—his patients and their visitors.

In the past few years, Nashville has been drawing patients for diagnostic and treatment purposes from a vast area. As a result, hospital facilities were taxed in accommodating ever increasing numbers of patients and their well-wishers.

Therefore, the Metropolitan Hospital Council, Nashville, asked the Middle Tennessee Chapter, Public Relations Society of America, to analyze the problem.

UNIFORM PROGRAM STARTED

The Chapter recommended a public information campaign and the employment of outside counsel to undertake the project. Selected was the James S. Metcalfe Public Relations Agency, Nashville.

Hospital administrators and the agency agreed that a uniform visitor control program be adopted by each of the five major hospitals in the Council.

Information on the program was directed to the general public, as well as to hospital staffs, patients, their friends and families, opinion leaders, with particular emphasis on the clergy.

An information desk was one of the first things established. If a friend or relative called the desk or came to the hospital, a card with the caller's or visitor's name would be prepared and forwarded to the patient with a message

included. This obviated the need for a personal visit, but still brought evidence of an expression of concern.

A brochure, "A Guide for Visitors," was published and distributed throughout the city to the hospitals themselves, doctor's waiting rooms and to major facilities administering their own employee group insurance programs.

The hospitals also conducted in-plant public relations courses for its personnel. The staffs were briefed on the major provisions of the visitor control program with emphasis upon their tactful enforcement.

The public relations company then sought cooperation from all the metropolitan media. Requested were actual news coverage and radio and television public service spot announcements.

An intensive direct mail campaign was also conducted with letters going to virtually every club and organizational president in the city. The letters stated the purpose of the visitor program and requested the presidents to refrain from urging members to visit the hospitalized.

A speakers bureau was organized and

supplemented by material explaining that when the physician believed visits would have a beneficial effect, such visits would be encouraged.

The final results were excellent. The most gratifying responses came from the patients themselves. Surveys conducted after implementation of the program showed overwhelming patient endorsement. The public's cooperation further resulted in more rest and privacy for patients.

One hospital reported that the use of tranquilizers among patients dropped 50 per cent.

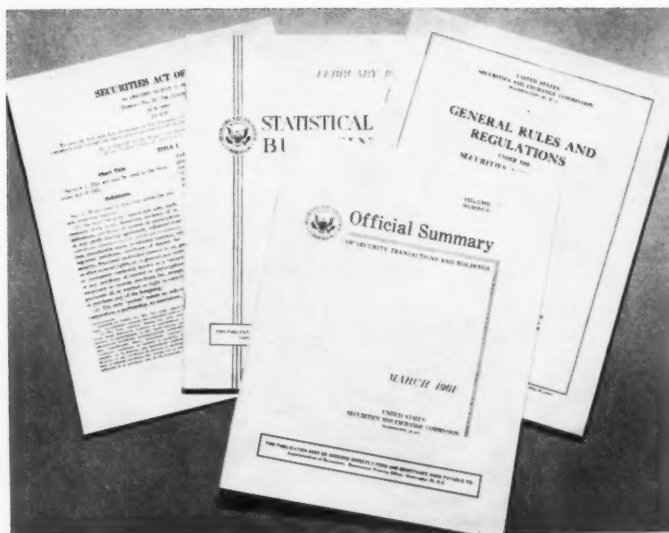
Adverse visitor reaction was most infrequent and there was no evidence of residual hostility.

Mr. Gene Kidd, administrator, Baptist Hospital, a member of the Council, pointed out that, "Beneficial effects have been so evident that we are presently planning additional protective measures program has been endorsed by all our to insure greater patient privacy. The publics as one of the most constructive hospital policies undertaken in recent years."



Nashville hospital visitors are cleared at special information desk. A functional card control system insures that no patient will have more than two visitors at any one period.

Protection, Not Harassment, SEC Aim



SEC Regulations: How They Affect Your Company

By C. GAYLE WARNOCK

IF THIS past year is any criterion, another 900 privately owned or newly formed companies will "go public" before December, offering potential stockholders an opportunity to invest in their facilities, products and management.

Yet, oddly enough, during that hectic period when the new, about-to-be-listed company awaits permission from the Securities and Exchange Commission, it nearly drops out of sight. Virtually no action that would result in publicity is attempted by the company in question, and little publicity is issued to newspapers, magazines, radio or TV.

This strange situation is brought about as a result of the Securities Act of 1933, which was designed "to provide full and fair disclosure . . . and to prevent frauds" but which is so misunderstood as to cause cautious company presidents (and some attorneys) to blanch at the thought of its possible consequences.

Section 5 (c) of this Act makes it unlawful for any person directly or indirectly to make use of any means or

instruments of interstate commerce or of the mails to offer to sell a security unless a registration statement as to such security has been filed with SEC.

Section 5 (a) of the Act makes it unlawful to sell a security unless a registration statement with respect to such security has become effective.

Section 5 (b) makes it unlawful to make use of any means or instruments of transportation or communication in interstate commerce or of the mails to transmit a prospectus with respect to any security as to which a registration statement has been filed unless such prospectus contains the information specified by Section 10 of the Act.

This all seems fairly clear, even to the average, uninitiated reader; but what is not generally understood is that publicity efforts made in advance of a proposed financing *may* be considered by the Commission as an "offer to sell." The publication of information and statements, although not contained in terms of an express offer, *may* be considered as a conditioning of the public mind or arousing of public interest.

Furthermore, the release of publicity between the filing date and the effective date of a registration statement *may* raise a question as to whether the publicity is not in fact a selling effort by an illegal means; that is, other than by means of the statutory prospectus.

(While the SEC seems to be especially sensitive to the above improprieties, it constantly "watch-dogs" the securities of all public companies and is quick to ask "Why?" when prices jump suddenly or excessive trading is noted. There was a widely publicized example of the Commission's sensitivity in August 1960, when a publicity story was credited with increasing the market price of a security by 300 per cent in one week. The SEC promptly questioned officers of the company, as well as officers of the public relations agency.

DOPE STORIES AND RUMORS

Not too many years ago, Ford Motor Company decided to "go public" and set about filing a registration statement. Ford boasted a very large and competent public relations department; and, since the company's product was a "status symbol" desired by nearly everyone, each activity of the company was widely publicized, widely printed and widely read.

Prior to the filing and through the effective date of a registration statement, the public relations department carried out its responsibilities with no more and no less activity than usual. However, at no time did the company release any publicity about its intentions to become publicly owned.

Nonetheless, publicity was printed.

G. GAYLE WARNOCK is Vice President in charge of corporate and financial public relations for the CCI Division of Communications Affiliates Inc., New York. He has been in public relations since 1945, and also with United Press and CHICAGO TRIBUNE.

Dope stories, rumors and "inside" reports appeared on probably every financial page in the country. The company's public relations men were besieged with requests for more information, and company officials were harassed for statements. But the company refused to comment.

The SEC investigated and, after such investigation, cleared Ford of any wrongdoing. However, it is reported that the SEC censured the group of underwriters on the basis that it was responsible for the excessive publicity and the resultant near-hysterical rush to buy the Ford securities.

About two years ago (Securities Exchange Act Release No. 5870), the SEC stated: "... we have made clear our position that the Statute prohibits issuers, underwriters and dealers from initiating a public sales campaign prior to ... filing ... by means of publicity efforts which, even though not couched in terms of an express offer, condition the public mind or arouse public interest in the particular securities."

PERMISSIBLE SCOPE OF PUBLICITY

However, in that decision the Commission also attempted to indicate the permissible scope of publicity during a financing:

"We realize, of course, that corporations regularly release various types of information and that a corporation in which there is wide public interest may be called upon to release more information more frequently about its activities than would be expected of lesser known or privately held enterprises. In the normal conduct of its business a corporation may continue to advertise its products and services without interruption, it may send out its customary quarterly, annual and other periodic reports to security holders, and it may publish its proxy statements, send out its dividend notices and make routine announcements to the press. This flow of normal corporate news, unrelated to a selling effort for an issue of securities, is naturally desirable and entirely consistent with the objective of disclosure to the public which underlies the federal securities laws. However, an issuer who is a party to or collaborates with underwriters or prospective underwriters in initiating or securing publicity must be regarded as participating directly or indirectly in an offer to sell or a solicitation of an offer to buy prohibited by Section 5 (c)."

It would appear that the Commission staff has a sixth sense when it comes to uncovering a violation of the Securities Act. Like the men at the Customs office, staff members seem to know whom to suspect when the registration is filed.

An SEC representative, in an interview published some time ago reported a general trend to step up the criminal aspect of SEC work. He said that he had noted "a distinct tendency" on the part of some public relations agencies to show more interest in touting a stock than a product.

The publication quoted Mr. Paul Windels, Jr., regional administrator of the SEC, as saying, "We have had a continuing problem in the area of corporate news. It has been particularly accentuated during the past four years due to increased market activity.

"It has caused us concern because it is a basic policy of SEC to bring information on securities into the public domain. We do not want to be party to any suppression of news, and yet we must act against press agent types of releases designed to influence the market. Dissemination of deceptive and untrue releases can and does cause trading in stocks at levels not warranted by the facts."

Mr. Windels was not complaining after the fact. He was echoing an SEC worry that had come to light three years earlier.

A Securities Act Release, dated October 8, 1957, said this:

"There has been an increasing tendency, particularly in the period since World War II, to give publicity through many media concerning corporate affairs which goes beyond the statutory requirements. This practice reflects a commendable and growing recognition on the part of industry and the investment community of the importance of informing security holders and the public generally with respect to important business and financial developments.

"This trend should be encouraged. It is necessary, however, that corporate management, counsel, underwriters, dealers and public relations firms recognize that the Securities Acts impose certain responsibilities and limitations upon persons engaged in the sale of securities and that publicity and public relations and activities under certain circumstances may involve violations of the securities laws and cause serious embarrassment to issuers and underwriters in connection with the timing and marketing of an issue of securities. These violations not only pose enforcement and administrative problems for the Commission; they may also give rise to civil liabilities by the seller of securities to the purchasers."

RULES TO FOLLOW

What the SEC is suggesting, it appears is that publicity and public relations practitioners follow these rules:

1. Keep informed of all rulings and regulations of the SEC.

Admittedly, government documents are most difficult to read and understand. But ask your legal department to interpret those lengthy, comma-ridden sentences. Also, the SEC occasionally releases examples of "rights" and "wrongs" in the handling of publicity that serve as a pretty good guide to your own freedom of action.

2. Play all publicity straight.

Keep your personal feeling and knowledge from showing. Refrain from innuendoes that suggest your company would be about the best buy since Polaroid or Texas Instruments.

3. Resist any pressure to use publicity as a lever to increase the demand for—or, later, raise the price of—a company stock.

This seems an unnecessary warning, but don't be so sure. Public relations men take their orders, and get their information, from top management. The uninitiated could get an unwanted invitation to appear before the Commission even though the information he released was approved by the company president. If he is unfamiliar with SEC rulings, he should submit all stories to his legal department before releasing.

4. It is probably dangerous to increase the frequency of news releases prior to filing and the effective date of the registration statement, or during the period immediately following such effective date. (It does not follow that you should use the filing as an excuse to do nothing, either.)

An enthusiastic public relations man always finds it difficult to hide his company's light under a bushel, and this is particularly true when his company is going public. Yet, he is flirting with trouble if the frequency of his news stories increases during the gestation period when SEC approval of a stock sale is being considered.

But, there also is the inclination to stay out of trouble by releasing no stories during this period.

Try to follow the middle road with the advice of your company's counsel.

5. Be not afraid.

If you are acquainted with the Securities Act of 1933, you will know that this Act is not a muzzle. It is a set of rules—rules which, once interpreted, are no more difficult to abide by than those that regulate a football game.

The SEC was not formed to harass business; its duty is to protect the public. If you represent one of the companies that make up 99-and-99/100ths of American business today, and your reporting is direct and honest, the SEC is not worrying about you or your company.

How the Army Tells Its Story

By MAJOR GENERAL WILLIAM W. QUINN

A FEW weeks ago industry representatives met with U. S. Army information officers to explore ways of satisfying the overall communication needs of both its publics.

At this meeting, the Army's Vice Chief of Staff, General Clyde D. Eddleman, stated the problem:

"We expect closer cooperation with industry to insure more efficient development and procurement of material to meet the Army's needs, thereby making a positive contribution to national defense. We expect closer cooperation of public relations efforts to place before our mutual publics the facts which depict a true picture of Army needs and industry cooperation in meeting those needs."

STORY NOT EFFECTIVELY TOLD

The information task is of tremendous magnitude. The Army has an obligation to inform all the people of the country. It is their defense which is the *raison d'être* of the military establishment. Their sons and daughters are the basic component of that establishment. Their dollars support national defense.

The story of the massive effort in research, development and production, all part of the cost of defense in the "cold war" era, are fascinating chapters in the history of military and industrial progress. They have grim undertones at a time when powerful nations whose purposes run counter to ours are heavily engaged in similar endeavors. These are stories that should be well known to every U. S. citizen. Somehow, and for

a variety of reasons, they have not been effectively told.

The unprecedented production accomplishments of industry helped U. S. and allied forces win the victories of World War II. Ten years later industry produced the tools necessary to halt Communist aggression in Korea.

Today, as the modern Army re-equips its combat forces with new and improved weapons and equipment, it must again depend upon the other member of the Army-industry team.

Over the last five years the Army has bought approximately \$2-billion worth of major military items annually. These are the guns, tanks, guided missiles and ammunition peculiar to the combat mission and for which there are no commercial counterparts. One-fourth of these purchases were for other uses, the Navy, Marine Corps, Air Force and allied nations.



Industry and the military must share the continuous burden of a questioning public.

Approximately \$3-billion more is spent each year for other supplies—food-stuffs, clothing, off-the-shelf components and equipment—so that Army personnel can live and perform its assigned tasks wherever stationed.

In anticipation of future needs, the Army supports a broad research and development program. Approximately \$170-million is invested annually in basic and applied research. This work goes on daily in 218 universities and colleges, 316 profit-making firms, 123 non-profit institutions, 76 Army installations and 22 other government agencies.

THE ULTIMATE WEAPON

For its part, the Army tries to inform the Congress and the public by providing factual reports of its missions, objectives and activities. Equally important to the military information program is the task of informing the soldier, the ultimate weapon, because the well-informed soldier is a more efficient fighting man.

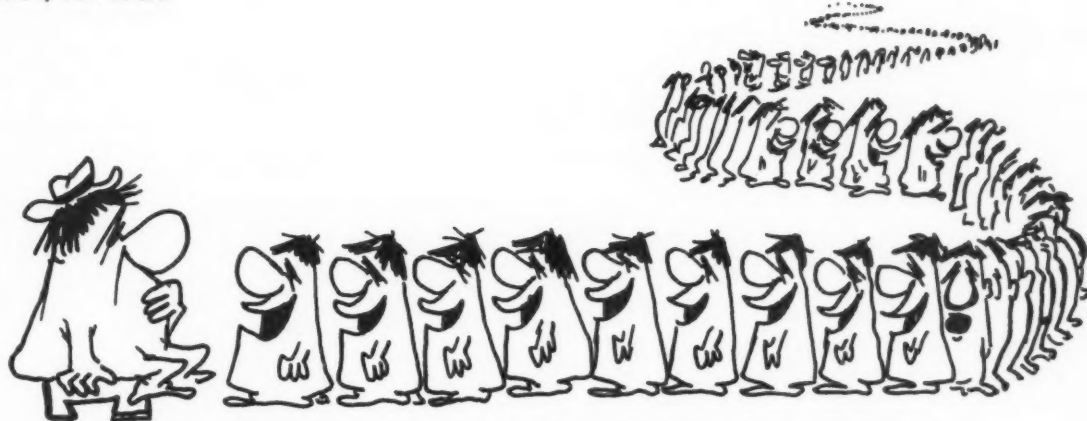
The Army also seeks to inform its civilian employees, because understanding of their role reflects in the day-to-day support they render to the combat arms.

The Army must also inform the 870,000 men and women of the Active Army, the 1,500,000 members of the Army Reserve and National Guard, and 400,000 civilian employees engaged in administrative and logistics activities.

These 2,770,000 people directly involved in Army operations are spread over the face of the globe. They occupy 73 major posts, camps and stations, 26 industrial facilities, 37 depots, eight ports and 52 hospitals in the United States, plus 60 major Army installations overseas.

The Secretary of the Army has placed the responsibility for executing the Army information programs upon the

MAJOR GENERAL WILLIAM W. QUINN, Chief of Information, Department of the Army, is a graduate of the U. S. Military Academy, 1933. He holds 12 citations and decorations including the *Croix de Guerre* and the Presidential Citation (*Republic of Korea*).



Industry has provided much helpful assistance in overall task of keeping the public informed.

Chief of Information at Army headquarters in Washington, D. C. The Chief of Information directs two closely related efforts: a public information program and a troop information program. The latter is designed to keep the Army's personnel abreast of world events and the significance of those happenings in terms of the military mission.

REQUESTS FULFILLED

While the troop information program resembles the employee communication program familiar to industry, it is necessarily much broader in scope. Relatively isolated military communities in many regions must rely upon Army information sources for practically all current news and interpretation of national and international events.

An ever-present and fundamental consideration unique to the situation has direct bearing upon military information activities. The Army exists to fight, to defeat any enemy on land whenever and wherever the Army is committed. All other considerations must be subordinated to the single objective of victory once battle is joined.

A relatively small group of military and civilian experts in the Office of the Chief of Information coordinate Army information programs, national and international, with those of the Department of Defense, the other services, the State Department and U. S. Information Agency. Actions of interest to more than one military service or to the Federal Government are thus aligned with national policy.

Branches of the Office, Chief of Information are maintained in New York City and Los Angeles for the convenience of business and trade associations, public relations and advertising agencies, media and industry. They service requests for specific information concerning the Army.

Recognizing that the present infor-

mation services are inadequate to meet the needs of so large a segment of industry, the technical liaison effort will be expanded shortly. Liaison officers will be available in the major concentrations of industry.

WIDE SPECTRUM COVERED

In the public, rather than the technical field, the information services available to industry cover a wide spectrum. Motion pictures and photographs of material in the hands of troops, or undergoing development and evaluation testing, are provided for television and motion pictures, brochures, stockholders' reports, house organs and other industrial media.

As another contribution to this effort, eight volumes of the "U. S. Army Research and Development Guide" have been published. The contents of these volumes provide industry with information on present and future material requirements. The annual "Army Research Task Summary" describes more than 2,600 specific areas of military interest and is available through the U. S. Department of Commerce.

Much of the workload of the information programs is performed at the field level. There are information officers on the staffs of practically all commands. These officers administer local programs for the personnel of their or-

ganization and for community media.

Scale drawings of Army equipment are furnished to toymakers and model manufacturers. Tiny models and color pictures of Army weapons have been packaged with breakfast cereals and have enjoyed ready acceptance by space-minded youngsters. Fact sheets describing new weapons and equipment are available for reference use in the preparation of speeches, reports or news releases.

To assist industry in its internal relations programs, the Army arranges for competent speakers to address meetings or loans slides and motion pictures that tell the story of the industrial contribution to national defense.

Army News Service clipsheets containing newsworthy items and photographs may be obtained by public relations companies or by editors of industrial house organs.

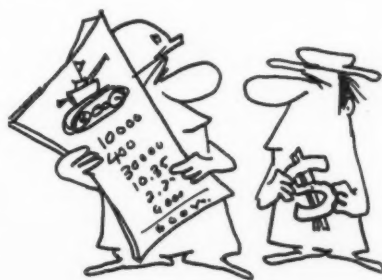
RANGE OF FIELD ACTIVITY

The broad scope of information effort can only be obtained by appraising the wide range of field activity.

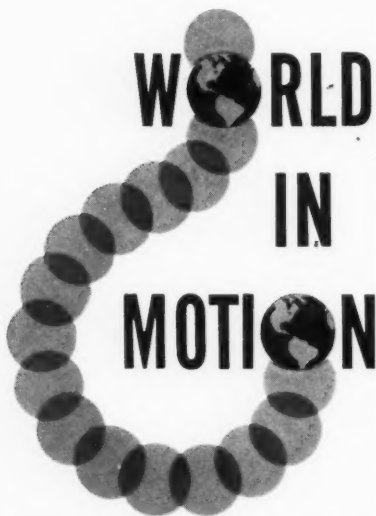
■ Army units publish 297 newspapers intended for the military reader. These are far from pretentious publications. An infantry battle group may issue a weekly, four-page mimeographed newspaper. Perhaps the best known Army newspapers are the overseas editions of *Stars and Stripes*.

■ Personnel of U. S. arsenals, military or depots receive 46 civilian-owned newspapers. These publications carry news and feature material of local interest which would not appear in the commercial press.

■ The Army also operates 100 radio and television stations. These are of modest size and their operating range is limited to the area in which the military organizations are located. They have a potential, however, to



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reach indigenous populations in the vicinity.

■ The Chief of Information supervises the Home Town News Center, Kansas City, Mo., which supplies current news about Army personnel to 1,600 dailies, 7,900 weekly newspapers, 2,000 radio stations and 314 television outlets.

■ The pocket-size *Army Information Digest*, the official monthly magazine, provides current information of professional interest to officers and enlisted personnel. It has an average monthly circulation of 96,000 copies.

■ Two award-winning television and radio programs are distributed weekly. One is "Big Picture," the well-known public TV report furnished to 340 stations. The other is "Army Hour," a 30-minute taped radio show provided to 800 stations here and overseas.

■ The Army Exhibit Unit builds and displays mobile exhibits which describe the modern Army, its weapons and equipment. Approximately 50,000,000 people have seen these exhibits in recent years.

The Army's suppliers, America's corporations have also published pamphlets or produced films to inform the public of their defense contributions. Westinghouse issued "Power on Land"; The Martin Co. produced an excellent pamphlet on the Pershing Ballistics Missile System; General Electric published "From Muskets to Missiles." Several outstanding color films on the NIKE family of air defense missiles were produced by the Western Electric Co. Thiokol Chemical Corp. is working on a new film that tells the story of solid propellant rockets, including Army missiles.

KEENER INTEREST

Industry is providing much helpful assistance to the overall task of keeping the public informed. This assistance is tremendously important since public concern with national defense appears to be keener than ever before in time of peace. Thus, the need is acute and must be recognized.

"Today we are confronted with a graver challenge than we have ever faced and the effectiveness of our response depends heavily upon the willingness of industry to recognize and shoulder its obligations as a full partner in defense," Secretary of the Army Elvis J. Stahr, Jr. said recently.

The Army is trying to do everything it can with available resources to keep the public alert and knowledgeable. Industry must share that concern and responsibility. Without such responsibility and assistance, the Army cannot tell the story—it is too vast.

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New Look at a Vital Medium: The Company Booklet

By RONALD GOODMAN

THERE is increasing pressure today for a comprehensive reappraisal of all printed communications devices management is using to tell its continuing company story.

With so many good companies pumping their messages into all the channels of information open to them, the babble grows louder. Many voices which should be heard cannot penetrate the defensive barriers which individuals and groups inevitably build against the vast numbers of publications such as booklets, brochures, external magazines and house organs. The quantity may be inevitable; mediocrity need not be.

Too often, for instance, company booklets look backward at company history. They frequently present a pompous, dry recital of company events. They are punctuated by stereotyped photographs of corporate officers in studio poses and production scenes which appear to have been lifted from the advertising department's files of catalogue photography. In short, many of them seldom deserve—or get—the reader's time and attention.

BREAKING THE PRINT BARRIER

By contrast there is a tiny number of company booklets emerging today which are vibrant, alive and filled with drama and reader interest. They are colorful, pictorial accounts of the exciting frontiers of modern industry. They tell a moving story of able executives, dedicated middle management and production personnel who are producing the new ideas, new products and new

concepts of our economy. Many successful corporate booklets today tell the story of these enterprises by using advanced photo-journalism techniques.

There are no particular secrets to the technique of developing such booklets. What is required is a full measure of hard work and a determination to avoid the verbal pretensions and the visual clichés of the conventional. This new breed of company booklets should be directed toward the presentation of a vivid, personal, absorbing portrait of a company at work—its human relationships, its ethical standards, the creed by which it lives.

There are two major factors necessary to this type of result:

1. A creative task force professionally competent for the job;
2. Top management's willingness to provide them the time, adequate budget and, most important, access to all areas of company activity as well as permission to probe and develop a revealing insight into management thinking.

THE CREATIVE TEAM

Minimum complement for this creative task force is a public relations writer-researcher whose first qualification is to be a sensitive listener, who objectively seeks and recognizes those elements of a company's make-up which give it a unique character. He should always be looking for that extra element of quality in a company's story which differentiates the organization from all others and characterizes "the corporate personality."

No company story is meaningful without the language of its people and industry. Brevity, clarity and simplicity of expression are absolute requirements.

If the public relations writer-editor sweats over his copy and packs the lan-

guage with significance, the story will emerge. Copy blocks should be brief, the captions factual—seldom exceeding 25 words. The busy executive should be able to scan a booklet quickly, merely looking at pictures, captions and copy headings and still get the sense of the story.

Since photography is so critically important in conveying a story at a period when people have little time or patience to read, a highly skilled photographer, trained in the techniques of photo-journalism and experienced in magazine editorial photography, is a must. The most economical approach is to urge your photographer to be a spendthrift with raw film. To get the one great picture you want, let him shoot 40 or 50 exposures. This makes the ultimate editing job more difficult, but it is well worth it. For a pictorial booklet of 54 pages, only a 100 or 120 outstanding pictures may be selected from 4,000 to 5,000 contact prints. One dividend is that the remaining pictures become a useful contemporary photo library for the company.

With today's precision 35 mm cameras and the techniques of natural light photography, your photographer is mobile as never before. He should be fast on his feet, and unobtrusive in presence so that the camera's eye truly portrays people at work with the intensity and the verve that makes for exciting photography.

As good as the photographer is, his pictures miss the mark unless he is shooting according to a clearly expressed story theme. This theme is the creative responsibility of the public relations professional. A rigid shooting script is too confining. In addition, don't fence in your photographer with inflexible outlines; give him his head and watch the returns come in.

A well-versed technical advisor, provided by management, should be added

RONALD GOODMAN, president of the public relations counseling firm bearing his name in Chicago, specialized in corporate programs for business and industry. He has pioneered a number of new techniques in printed and graphic communications.

to the creative team. He will help the communications professionals avoid the problems of "You can't show that." The time for editorial censorship is *before* the photograph is taken. If an area is off limits or not photogenic, this should be acknowledged in advance. However, even the exceptionally difficult areas in manufacturing or processing can be photographed by the skilled photographer who is at home in industry, understands management thinking and is sensitive to the behind-the-scenes operations in such areas as plants, shops and mills.

To this basic team is added a graphic arts designer whose style and technique reflect good taste, simplicity and a modern concept of design. This kind of designer lets great pictures speak for themselves. There should be no design tricks or gimmicks to impede the smooth flow of the story line. Yet the sense of inherent design simplicity and the clean, open feeling of good graphics make the story impelling, inviting to read.

REVEALING A COMPANY

Such company booklets are successful when they honestly plumb the company credo, experience and thinking of company executives.

The motivation researcher's depth interview technique is most productive in getting management to talk about its

plans, the dynamics of the company. The result is a fruitful outpouring of ideas, thinking, concepts which are amazingly revealing. The public relations professionals who work with management at this level and use this approach secure an unvarnished portrait of the company and its peoples as it *really* exists. The quality of executive thinking, sincerity, conviction and loyalty that is inherent in today's executives, the dedicated middle manager and the craftsman-minded production worker—all produce a dramatic portrayal of the company.

From this total mass of facts, ideas and photographs emerge the carefully edited final results of a company's candid portrait.

BUDGET AND TIME

Booklets from 36 to 54 pages, two colors, in press runs of from 50,000 to 100,000 copies, usually cost between \$1.00 to \$1.25 per copy. This is an all-inclusive cost covering research, creative and writing time, art, photography, design, type and printing and distribution. In terms of time, it is wise to budget a minimum of six months from start to finish for a relatively simple presentation; a complex story can require from nine months to a year of work from idea stage to mailing.

We have used this approach for a number of companies with uniformly re-

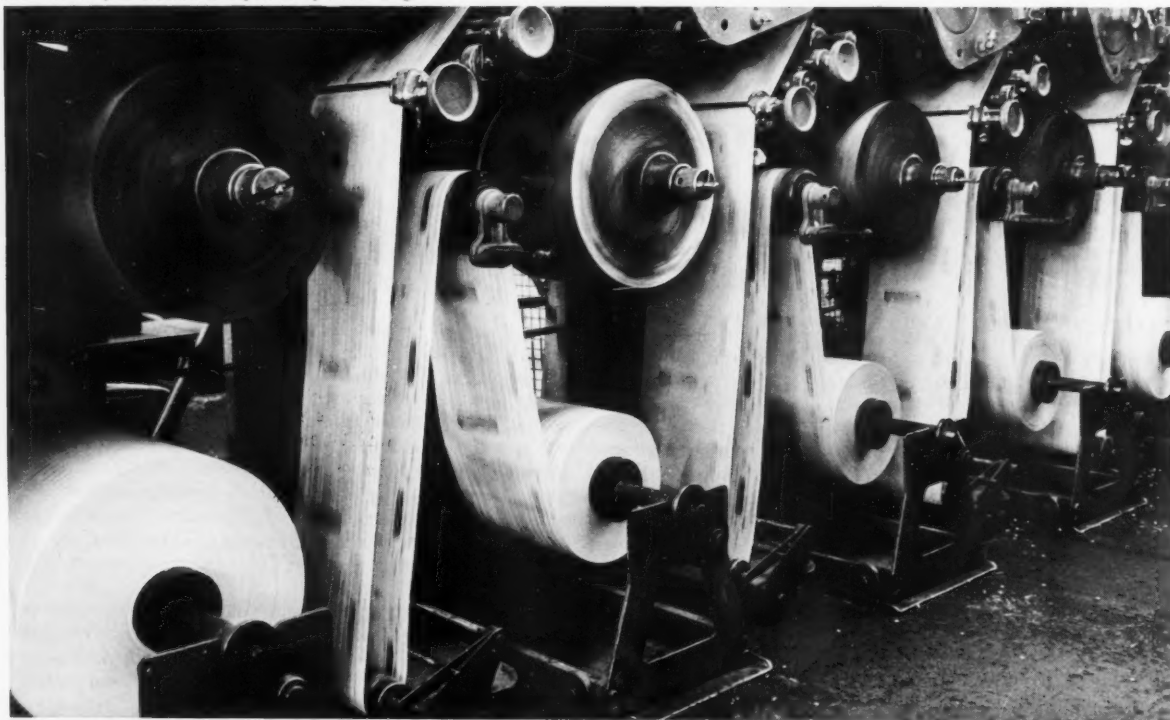
warding results. For example, for a distinguished meat processing company, it has been possible to catch the spirit of the founder in a modern big business and show how the principles of the operation established more than three-quarters of a century ago have been continued by almost 8,000 men and women who carry on today with the same sense of integrity, spirit, and purpose that makes a company great. More and more companies are using these techniques effectively in telling their stories.

THE BENEFITS

Once published, a booklet of this type has a useful life of from three to five years. It can become the single, most important document of the total communications program. It will not merely be a reservoir of facts about a corporation, but a frame of reference for broad relations planning for years to come. Well merchandised, its impact can be far-reaching.

Beyond this, however, the creative exercise which produced such a booklet has timeless value for the company because, significantly, management itself has had an active, creative role in an important public relations project. It is this very participation in the idea process which can add new vigor and vitality to a company's overall public relations program.

Photo Courtesy of UARCO Incorporated by Arthur Siegel



Even exceptionally difficult areas in manufacturing or processing can be photographed by a skilled photographer who is at home in industry, understands management thinking and is sensitive to the behind-the-scenes operations in such areas as plants, shops and mills.

Are We Operating On Worn-Out Assumptions?

Why Decision Makers Must Have A Conscience

By WILLIAM J. AHLFELD

A MEMBER of a public relations company makes his firm's presentation on a program for the advertising industry. One of the ad-men slyly asks if it isn't possible that public relations itself needs a public relations program? It gets a chuckle. A network's press agent "puffs" about a new television series: It will cover, says he, situations of over-riding importance, several of them very unpleasant . . . the Russian space flights . . . Castro . . . then, we are going to do one on the *public relations boys!* I wouldn't want to miss that last program. It ought to be a howl.

PROBES AND JIBES

Some of these probes into and jibes at public relations give me an uneasy feeling. Perhaps, some of our current writers, critics and comics really believe public relations is a new kind of black magic—or that we in the business really believe we have occult powers of persuasion.

Of course, we are "fair game" but why the crescendo of criticism, why such devastating satire? Is it possible that we in public relations are so dangerous or so foolish, or is it possible that some of us, as well as many of our critics, continue to operate with worn-out assumptions?

The author of the article, "The Assumptions We Live By," Victor M. Victoroff, M.D., once wrote that "assumptions can be like flashlight batteries. They come pre-dated. For a time they will cast a light. But after a while they grow weak and undependable and must be discarded for fresh ones." I wonder how many of the assumptions about and in public relations still have "light."

WILLIAM J. AHLFELD, staff writer, *Speeches and Special Assignments, Public Relations Department, United States Steel Corporation, New York*, has been with the company since 1948. He was promoted to his current position in November 1956.

For example, public relations is often defined as "a management function which . . . evaluates public attitudes . . . identifies policies and procedures of an organization with the public interest, and . . . executes a program to earn public acceptance."

This is widely assumed. But, except for evaluating public attitudes, public relations is equated as more or less a relay mechanism by which a selection of company policies and procedures are broadcast. It says nothing about advising courageously and objectively *against* poor policies and *for* good ones.

FLOWER ARRANGEMENTS OF FACTS

From the wide selection of recent amateur and semi-pro critics, consider this stab at a definition by Alan Harrington, author of *Life in the Crystal Palace*:

" . . . the craft of arranging the truth so that people will like you. Public relations specialists make flower arrangements of the facts, placing them so that the wilted and less attractive petals are hidden by sturdy blooms. The public relations man is a merchant of what he fondly calls 'images'—little truths that never existed before until he projected them from a distorted mirror."

In my opinion this is more of a "blur" than a description. Yet it has a tinge of truth for two reasons:

1. It describes vividly some of our misnamed and misplaced public relations cohorts.
2. It describes those who function in the communications field without a concept of their work and so become "image merchants."

Yet, the critic is highly unfair and inaccurate. He is talking about an ineffective public relations performer rather than the field itself. By a guilt-through-association technique, he stains public relations, which, to be fair, is a bystander even if not an innocent one.

Obviously, this critic was not trying to

describe public relations but, rather, to rue the kind of witless activity of a man who functions without any clear idea why. Not so obvious, but much more vital to an understanding of public relations is the reason such a fellow would be ineffective.

KNOW THE WHY AND HOW

First, I assume that it is always important for someone to know *why* as well as *how* his job is done. If he has a concept he not only knows the reason for his work but he usually has a better appreciation of how to do his work.

Second, concept seems more important to me than function. True, a person may have an intelligent concept and yet not have the necessary skills to perform the public relations job. But, on the other hand, the mere mechanical skills of communications are never quite enough for a lasting good public relations result.

Why? An organization's policies, more than its public relations department's programs, ultimately determine the public's attitude. To the extent that an organization's policies are good—and to the extent that the means used to persuade others that this is so are effective—then, the public relations result cannot help but be favorable.

There is nothing sinister—as the critics suggest—in trying to persuade other people to like your organization's policies. But it is rather foolish, I believe, to assume that persuasion can, artistically or scientifically, change a widely-held bad opinion of a poor policy.

Also, I assume openly in my work that I *am* out to rally converts to the rail. Frankly, I hope to win the widest possible acceptance for my organization's policies. Any public relations person is in the persuasion business. No professional is, nor should he be, ashamed of the fact that he is supposed to be persuasive. It is his *function* just as sales are the function of salesmen.

HOW TO BE EFFECTIVE

But, to be effective—to persuade—he *must* operate openly from a base of sincere conviction. Persuasion alone is only a means. It is a heading over a rather broad catalogue of techniques and talents in communications.

In the parade of really “bad” means of persuasion, “arranging the truth” or “accentuating the positive,” is Little Lord Fauntleroy. To emphasize only part of the truth is bad, but there are far more evil things. There is, for example, “The Big Lie” which Hitler used. There are, also, irrational appeals to envy and to greed, to other base emotions, prejudices and fears.

These “improper” means of persuasion can show impressive results over a short term. In the long run, however, and with any consideration of an organization’s long range best interests, bad means of persuasion inevitably fail in their purpose. Such means, at last, foul even the temporary good result which may have rationalized their use.

During World War II and up to the present time it has been widely assumed that Hitler’s Dr. Joseph Goebbels was a master of persuasion. Certainly, he and his boss achieved impressive short term results. Yet, long before the war ended the German people massively dis-

counted the Nazi propaganda broadcasts. They tuned in BBC London. Why? I believe it was because they knew—in fact it was the case—that BBC was telling them the truth.

FILTER OF CONSCIENCE

Our means of persuasion must be screened through the filter of conscience. This is something that really does not need justification but, nevertheless, it is fully justified—apart from ethics—that it is only through proper means that you can find the most successful way to achieve a lasting good public relations result.

To do that job well, he must not only attract but hold attention, be understood and, above all, believed. He must use color, imagery, inventiveness, and utilize skillfully the full catalogue of communications arts. He must use—with ethical discretion—the research and findings of science as sociologists analyze and report on what motivates human beings.

But, is it possible to project a good “image” from a “distorted mirror”? Can one really promote *any* policy with only enough persuasive words, images and motivational research? In short, *can* a clever public relations fellow “sell a bill of goods” to a gullible public?

Very few balanced people—in my experience—believe they are clever enough to “fool” people always and forever. But, in addition to not being able to do it “all of the time” you cannot, any moment of the time, fool yourself.

I doubt if people’s “thoughts” *can* be “conditioned” or “manipulated”—even by some social scientist full of his empirical studies of behavior and Pavlovian theories about the “conditioned response.” Even in George Orwell’s nightmare world of 1984 Winston had a secret, inner place—his thoughts—which no power of the state’s propaganda could touch.

DEMAND FOR SOMETHING USEFUL

A public relations man would have a much tougher time existing if he tended to underestimate rather than overestimate individual intelligence. Apart from the question of intelligence, individuals usually demand something useful in a communication. They will disregard not only that which seems irrelevant but anything which conflicts too much with an already established pattern of thought.

One of the weakest assumptions in public relations is that people “think” as groups rather than as individuals. Yet, any group is much too diverse to make *any* generalization absolute. To the degree, however, that an opinion relates to some selfish interest it is *likely* to be held by all who are aware of that same selfish interest.

HOW TO REGARD PEOPLE

However, large groups of people can and do respond similarly to advertising appeals. Generally, however, sprinkled among any group are many individuals who *can* think differently—and, on important matters—about ideas rather than on which cigarette they prefer. They are, far from being gullible, *never* easily influenced to change their minds and often they are better informed than their “informers.”

In evolving a concept of public relations it is important to decide how to regard people. Do you feel, for example, that the majority of people are able to distinguish truth from error? Do you have faith that in the competition of ideas in a free society the sounder ones will prevail? The libertarian says “yes” primarily because he distrusts any authoritarian interference.

But, there are many cynical critics today, some with impressive credentials, who feel it is naïve to answer “yes” to these questions. They are certain that people *can* be manipulated precisely because they *cannot* judge for themselves.

While admitting that there is an uncomfortable element of reality in this point of view, I still assume, however, that the most powerful weapon—or

LAND OF VIGOR . . .

. . . another apt title for another public relations movie by Audio. Atlantic City Electric won first place award from the Public Utilities Advertising Association for this color film. Again, an Audio repeat—a similar black-and-white movie (same subject, same sponsor) held audience interest for *nine years*.

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argument—is the truth. Facts may be interpreted differently by opponents, but they do provide the public, the press and the individual an opportunity to think and to make what is felt to be a wise decision. A lasting change of a single preconception by an individual means that person has used his powers of reason. If he is on that level of thinking, he is not likely to have a will-of-the-wisp view nor is he impressed by anything less than the truth.

It seems to me that a person in public relations must find his place somewhere on or between two poles of thought about how people form their opinions.

The first view is that man is largely irrational. He has little used powers of reason and reflection, an undeveloped capacity to discriminate, a primitive self-insight and a very short memory. If his emotions get in the way, his mental capacities may be easily overwhelmed by non-rational pulls such as appeals to his vanity. Tricks and gimmicks can gull him. The subliminal approach and scientifically designed "conditioning" based on the dogs of Pavlov and the pigeons of Skinner are just too much for him. Man *can* be "manipulated" or made to "salivate" when someone with prestige uses the weapons of social science and communications effectively.

The second view is that man is largely

rational. He has a brain which he uses to make sense of the world. He has discrimination, the power to reason and reflect and a memory which asserts itself inevitably over time. In addition, he can be critical of himself and is capable of sophisticated self-insights. Even though he can be impulsive and act thoughtlessly at times, he responds best over the long run to adequate information presented to him in terms he can understand and relate to his life.

Hoping not to be too doctrinaire about it, I plant myself in the latter position. I do so, first, because I doubt that public relations, with or without social science, can "create" public opinion. That would be a sterile process. Despite all the scientific studies and its open, obvious nature, no one truly knows much about public opinion. We don't really know how or where it originates, develops, becomes inflamed or bored and finally dies out.

Public opinion seems to arise in a kind of self-generating process. It responds to some question or situation. And it expresses itself positively or negatively. It recognizes, warmly or coldly, the character of an organization. Thus, instead of "creating" public opinion, I feel that a public relations person with a proper concept of his function knows that he can only hope to promote an *informed*


public opinion. This function is difficult enough to perform, without attributing to it some new power of black magic capable of manipulating the mass mind —(whatever in the world that is).

Secondly, I assume that the principal factor in good public relations is a good reputation built on the communication of a long series of actions performed in good faith. The new label for this is "image." But I think "reputation" is still the better word. An organization's reputation like that of a person's is really out of its hands. My reputation, for example, turns out to be nothing but other people's opinions—what my family thinks of me, what my fellow workers think of me, my superiors, my neighbors and my colleagues. And I am sure that what is thought of me is certainly affected more by what I do than what I say I do.

Public relations can and should be the avowed conscience of an organization. If the decision-makers in an organization do not have a conscience, I doubt that a public relations department will help them as much as would the services of a good law firm. Even if they have, collectively, a good conscience—if people don't know about it, understand and believe it, the company's reputation is lost. Nobody today can afford to pay this price.

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LETTERS

NOT A WEARISOME CHORE

I thought you might be interested to know about the favorable reception my article, "Dear People at Swan," (PUBLIC RELATIONS JOURNAL, April 1961, p. 29) has had from some of your readers.

One response particularly pleased me: A man wrote, "One expression really appealed to me. Your statement that 'we looked upon these tours simply as a delightful thing to do' seemed to typify your whole approach to what many people would consider a wearisome chore."

A number of readers requested the booklet for children. We were pleased to fulfill their requests.

Helen Jones Rea
Director of Public Relations
Swan Super Cleaners
Columbus, Ohio

A PHRASE TO AVOID

I was reminded recently by a foolish note in a publication that the phrase "PR" persists. I have been conducting a campaign against this phrase for some years, but apparently it is strictly a one-man campaign. Nobody seems to be with me!

If you run into a stranger at a party and ask him what he does, if he is a doctor, he doesn't say, "I'm a sawbones."

A Certified Public Accountant will usually identify himself as such; rarely does he say he is a "C.P.A." though there are a good many exceptions. A teacher at a university never says, "I'm a prof."

I don't mean to be a purist, though I'd rather be a purist than an impurist. But why do we contribute to our troubles by talking constantly about "PR men" and "PR gals"? It seems to me we might eliminate the phrase "PR" from our vocabulary and be the better thereby.

Stephen E. Fitzgerald
John Moynahan & Co.
New York, N. Y.

MORE ABOUT CANDOR

If Dean Smith is shocked at Odum Fanning's advocacy of candor (PUBLIC RELATIONS JOURNAL, May 1961, p. 26), I am sure every responsible public relations man will be scandalized at Mr. Smith's ethical standards.

He apparently differentiates between "information likely to be obtained anyway without an employee's cooperation" and "information that only a member of the company could provide."

Where Mr. Smith missed the whole concept of public relations is shown clearly in his sentence: "I would fire the man who might needlessly disclose or volunteer information harmful to the corporate entity." Most companies have found out that such information is never needlessly disclosed. There is always a need to be honest.

Royd E. Beamish
Assistant to the President
Maclean-Hunter Publishing Co.
Toronto, Canada

"A Bridge Between the Americas,"
Program Theme

Houston—Site of 1961 National Conference

By DR. PATRICK J. NICHOLSON

THE seventh largest city in the U. S., Houston, will play host to the 14th National Public Relations Society of America Conference, November 12-15.

With the theme, "Public Relations: A Bridge Between the Americas," the conference will have a distinct international flavor. The final conference session on Thursday, November 16 will be held in Mexico City.

Delegates will be offered a fine and rewarding program which is far along in planning. Internationally-known speakers and discussion leaders are being scheduled for the concurrent sessions and idea exchange.

Fifteen airlines serve Houston, and there are ample train connections from anywhere in the country. Delegates planning to fly to Mexico City from Houston can do so in 105-jet minutes for a round trip charge of \$86.

HEADQUARTERS AT SHAMROCK

A total of 800 rooms are being held at conference headquarters in the Shamrock-Hilton Hotel, Houston and in the adjacent Towers, a new hostelry just completed.

New skyscrapers (including one 44 stories, the tallest structure west of the Mississippi) mark Houston's skyline. The city's population has grown from 63,000 to 1,243,158 in the past 61 years.

In addition to imposing industrial and commercial might, conference members can visit museums, universities and theaters; one of the world's most imposing medical centers; parks and residential areas, and an array of shops, restaurants, hotels and clubs.

DR. PATRICK J. NICHOLSON is Vice President, University Development, University of Houston and president, Houston Chapter, Public Relations Society of America. He is a graduate of Rice University (B.A.), Harvard University (M.B.A.) and the University of Houston (Ph.D.).

Houston, although known best as the hub of the petroleum and petrochemical industries, is also famous as a shipping, banking, industrial, agricultural and transportation center.

Houston's 50-mile ship channel, soon after 1900, linked up the city and the Gulf of Mexico. Nearby Galveston gave derisive hoots for a few years, and then saw its neighbor outstrip it and every other Texas city in short order, to become the nation's second-ranking port. Local banks, now challenging Dallas with more than two billions in deposits, include one which outgrew its new multistory home in less than 10 years.

SPARKLING BUILDINGS

The entire ship channel, plus many areas within the corporate limits of 349 square miles, is lined with plants which emphasize the drive toward industrial diversifi-

cation. Everywhere on the flat Harris County plains the visitor sees bright, sparkling buildings that are attracting nationwide attention for their architectural brilliance.

The city has long been an important agricultural center; and less than 15 minutes from downtown, cotton, corn and other products grow in quantity. Quarter-horse farms, with a dozen gangling colts ambling along after their mothers, are a frequent sight. Well within driving distance of any part of Houston are working ranches, with some of the nation's finest blooded cattle.

THINGS TO SEE AND DO

Between sessions delegates can visit many different cultural and sports attractions.

■ The Houston Museum of Fine Arts,



Delegates to the 14th National PRSA Conference will meet in Houston, Texas at the Shamrock-Hilton November 13-15, 1961—then go to Mexico to conclude annual meeting.

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housed in a handsome edifice with a new wing by the Dutch architect Mies van der Rohe, has an excellent permanent collection plus many fine special exhibitions. The Contemporary Arts Association also has a substantial collection of unusual interest.

■ The Houston Symphony, which will have as its new conductor the distinguished Englishman, Sir John Barbirolli, can be heard two evenings during the conference. The city also boasts an outstanding group of theaters with a variety of offerings.

■ The two best-known universities, the University of Houston and Rice University, have lovely campuses and physical plants.

■ A prime tourist attraction in the Bayou City is the giant, \$120,000,000 Texas Medical Center. Fifteen hospitals are in operation here, with others under construction. The Medical Center brings patients to Houston from every quarter of the globe, particularly for cardiac surgery and cancer research and treatment.

■ One of the most decisive battles in world history was fought only a few miles from Houston, at famed San Jacinto Battleground. Here Sam Houston and his tiny army routed the Mexican dictator Santa Anna. The site is marked by the 570-foot San Jacinto Monument.

■ Visitors can also partake in excellent hunting and fishing within a short drive from the city. Football fans can attend Rice Stadium on Saturday. Both the Rice Owls and the University of Houston Cougars play here. The professional Houston Oilers hold forth a few minutes away on Sundays.

■ The city is also noted for its many varied restaurants, stores and specialty shops.

PLANS FOR A CAPACITY CROWD

November weather in Houston is reminiscent of New England's Indian summer, with the temperature ranging between 50 and 75 degrees. Evening wraps and light topcoats will be in order after dark, while a light dress or suit may be required during the day.

Mexico City in autumn offers a temperature range of about 60-75 degrees with little or no precipitation. Mexican nights are invariably nippy.

The site of the National Conference offers almost irresistible attractions. That is why the Houston Chapter of PRSA is planning for a capacity crowd. To insure a ringside seat, make your reservations now. The opportunity to listen to and be with other top public relations leaders should not be missed.

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We have a newly published
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you a copy?

Faculty, Students, Alumni Create Kent State Semicentennial

Long-Range Planning Key to University's Celebration

By PROFESSOR WILLIAM TAYLOR

A PROGRAM carried on through self-liquidating projects and without cost to the taxpayer was recently completed by Kent State University, Kent, Ohio.

The purpose of the program was to celebrate the university's semicentennial. Objectives were defined, tools and media selected well in advance of the actual observance, a theme and symbol chosen and a university-wide organization blueprinted as a skeletal framework for its activation.

The observance was founded on the principle that a university, which requires continuous planning, could base much of its future projection on the experiences of the past. Therefore, the semicentennial was firmly grounded in the history of the institution. From this basis the university could evaluate its present worth and also look to the future. The anniversary year would serve as a point of reference.

A REPORT TO THE PEOPLE

Also, the program could be a report to the people of the State of Ohio on Kent's accomplishments during the first 50 years of its history, and at the same time help to solidify public support.

Kent State, serving approximately 15,000 students, is located in densely populated northeastern Ohio within commuting distance of such metropolitan centers as Cleveland, Akron, Youngstown and Canton.

Planning for the celebration got underway on February 16, 1956—over three years in advance—when Dr. George A. Bowman, president of the

university, appointed a semicentennial faculty committee.

A University-wide framework including all the colleges, schools, departments and alumni was organized. The mission for each was delegated from the central committee. The community was handled through special arrangements with the manager of the local chamber of commerce.

The faculty committee decided that the most important single medium would be a history book on the university covering its first 50 years. Upon its recommendation, the president assigned the job to Professor Phillip R. Shriver of the history department.

THEME SELECTED

A theme was selected by asking the students and faculty to submit suggestions. The one chosen came from Kent's public affairs officer, Dr. George C. Betts—"Dedicated to Developing Human Resources." The theme was embossed on a semicentennial medallion created by Professor Paul J. Baus of the School of Art.

Once the program got underway the university diplomas were redesigned by Professor Richard G. Bentley, in charge of the graphic arts area of the industrial arts department. The new sheepskins

were awarded to 1400 graduates. They bore the semicentennial symbol.

Of special state-wide interest were the new 1960 Ohio license plates. They were produced in the university's colors and commemorated the celebration. Approximately 2,700,000 plates were issued. They not only produced local publicity through use but also gained considerable space in media across the country.

The semicentennial symbol was carried on all State of Ohio warrants during the year. Each month more than 100,000 state checks reminded the recipients that Kent State was observing its 50th anniversary.

The university post office cancelled mail for a year prior to the celebration with the slogan and date of the semicentennial. Mail sent out this way totalled 200,000 pieces. The post office in Kent was also authorized by Washington to cancel all mail with the slogan during the first six months of 1960. This accounted for more than 2,000,000 cancellations.

Of course, the usual media were used: pamphlets, brochures, university catalogues, match books and sugar packets. The student union, alone, distributed 125,000 match books.

There were also five principal commemorative items sold: the history of the university, a medallion, an RCA-Victor recording, blue plates by Wedgwood and Wedgwood bone china.

The total investment for the five items was approximately \$12,000, of which more than \$9,000 has been returned.

The history book was titled *The Years of Youth* and was printed in two editions for a total of 3,000 copies. It cost \$4,556 and has paid for itself.

The most important, and at the same time the most difficult to dispose of, was the medallion. A prestige piece, it was used as a special gift to honor alumni who were cited, for distinguished guests, and others whom the university wished to recognize.

In addition, the Kent State Committee on Citation and Recognition selected 28 alumni to receive semicentennial citations. The University faculty approved two persons for honorary degrees. They were O. J. Korb, a 20-year member of the University board of trustees, and Ohio Governor Michael V. DiSalle.

In recognition of the public relations effort involved in the semicentennial, the university was selected to receive the Ohio Governor's Award for 1960—the very highest honor conferred by the state.

The observance of this young institution's founding in 1910 brought widespread favorable attention to the university which will be of lasting benefit. It is an example of what a cooperative group can do by working together, given the benefit of long-range planning.



Ohio issued 2,700,000 license plates commemorating Kent State's semicentennial.

PROFESSOR WILLIAM TAYLOR, Chairman, Kent State School of Journalism, Kent, Ohio, has directed two of the University's public relations programs that have twice won the State's highest honor, Ohio Governor's award. He is the author of many articles on public relations and psychological warfare.

Outgoing CPRS President Defines Effective Society

The following excerpts from an address delivered by retiring president George A. Lawrence at the 13th Annual Conference of the Canadian Public Relations Society are particularly astute analyses of some areas of real concern to us here in the United States. In reading Mr. Lawrence's remarks, we might well substitute "PRSA" for "CPRS" in a number of places and find his text singularly applicable—and, as we approach a new era in the history of PRSA, each of us might well think about the question he poses: "What am I putting into my Society?"—Harold B. Miller, President, Public Relations Society of America and Director, Public Relations, Pan American World Airways, New York.

WE CAN best serve the Canadian Public Relations Society by the sheer excellence of our own performance for the institution or institutions we serve, thereby providing an example to all.

We can serve CPRS by raising our own sights and those of others to the true function of public relations—not only a high degree of mechanical skills in the field of communications—but by such things as these:

- an effort to be truly sensitive to the changing forces in our society;
- an ability to interpret and analyze these forces;
- an ability to carry out a two-way flow of communication which will assist those we serve to harmonize the authority and power of their position with the best interests of the entire community.

We can serve CPRS by refusing admission to this Society to people who do not have high qualifications and, by corollary, high standards of performance.

We can serve our Society by bringing into it as many as possible of the qualified persons who do not now belong to it.

We can serve it by spreading and diversifying the membership on committees, and by voluntarily making committee service accountable; to put this into plain words, to do a job if we undertake it, and to get out and find a replacement for ourselves if we cannot fulfill the obligation we have undertaken.

We can serve it by increasing the intellectual challenge of our meetings, by aiming for speakers and panels that no one can afford to miss.

We can serve our Society by ensuring that there is a greatly increased interest in the field of public relations in academic institutions. For example, surely the graduating engineer, the graduating economist, the graduating physician and

other university trained people should have some formal comprehension of the public relations function. And surely the growing complexity of our society demands an increasing flow of young public relations people formally trained in the skills that contribute to the professional handling of public relations work.

We can serve the Society by associating and identifying it and ourselves with projects which are unquestionably in the public interest—in such fields as education or community welfare.

We can serve CPRS by supporting one of the really fine achievements of our own organization, our professional magazine—not only in terms of circulation and advertising, which are important, but by writing and suggesting articles which will ensure the high quality of its contents.

We can support our Society by deliberately providing it with the strongest possible leadership, with the money it needs to carry out its work, and with the authority to carry out the programs that are in our mutual interest.

We can serve it, too, by remembering it is inevitable that any young Society like ours will have some problems to work out. It would be almost a miracle—and probably an unhealthy thing—if we did not have differences of opinion. But we can serve the Society by approaching these situations with tolerance and understanding, perhaps even with a sense of humour, but certainly with a willingness to concede the other fellow's good will and sincerity of purpose and a willingness to arrive at whatever solutions best serve the Society's long-term interests.

Finally, we can best serve the Society by making a vigorous personal contribution to it and by making our voice heard in constructive criticism if we do not agree with what is being done. This is not in conflict with the point I have just made. Let us remember that CPRS is the *only* instrument we have to serve our own interests. By promoting higher standards of performance, it also serves our employers.

The Society president becomes the repository of the feelings and reactions of a great many members during this year of office. Many people have offered constructive criticism and active support during the past year. In fact, the Society has had the finest type of support from a great many members. But you will forgive me if I mention something else in order to make an important point. I have been amazed at the number of people who have dwelt upon what they

are getting—or not getting—out of the Society. I think a more pertinent question to ask would be: "What am I putting into my Society?"

The future of CPRS lies in your answer to that question: "What am I putting into my Society?"

APRA-PRSA Merger: Now We Are One

A MERGER has been defined as a relationship where dependence is mutual, obligations reciprocal and benefits equal. A merger of this type is now a reality. The American Public Relations Association and the Public Relations Society of America are one.

This merger has been described as the most significant advance that public relations has made in America. It is an accurate statement.

The new organization, the Public Relations Society of America, will benefit from many strengths. It will mesh practically identical objectives, beliefs and viewpoints.

The new PRSA will continue to promote and interpret public relations; improve relationships between public relations representatives and those with whom they are associated; foster study; initiate research and instruction in the public relations field; aid in winning appreciation of the power of public relations as an instrument to sustain and increase the national well-being, and increase better relationships among all peoples of all countries. The gains are endless.

All of these activities will allow PRSA to make its presence felt. Our responsibilities are great. We can now speak with new firmness and new authority. As members of the largest public relations society in the world, we can and must do no less.

We want to thank all members of both organizations for their forbearance and understanding. We should like to record that everyone involved in negotiations for the merger did so in a complete spirit of cooperation and a desire not to quibble but to produce results.

We sincerely hope that membership in previous organizations are soon forgotten and that today there is a realization that there is but one organization. The nominations and elections in the fall will be based solely upon one permanent organization, rather than balancing two extinct organizations. If all of us can mentally accept this position, we will have safely gotten over all rocks and shoals.—Harold B. Miller, President, PRSA and H. Walton Cloke, Outgoing President, APRA.



Précision

A French word that means the same thing in English: quality or state of being precise; accuracy; definiteness. It's a precise description of an Air France pilot. Exacting. Accurate. Definite. An alert mind guiding skilled hands to precise action. Everyone expects it. Everyone who's ever flown Air France finds it. They

find something else, too. The same quality of precision in everything. Food that is prepared in the great French tradition. Service that is accurate, and attentive to every detail. Atmosphere that is friendly, enjoyable, and authentically French. Precisely what you want...precisely what you get...every time!

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